

DD/A REG-STEY

FILE: *Training - 6*

DDA 81-0589/1

25 March 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Max Hugel
Deputy Director for Administration

SUBJECT: Senior Training Courses

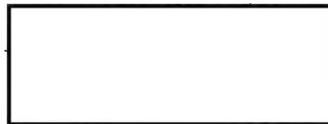
Bobby:

1. As per our previous conversation, attached are the rough schedule and details of the new 12-week Senior Officer Development Course (this course was originally 16 weeks long and was cut down to 12 weeks). This course has not been implemented and I have a hold on it. I have also been informed by the Director of Training and Education that, although the original estimate was that they would need an additional 10 people to run this course, he now feels that he might have the opportunity to move around certain slots where he might not need any additional people at all or at most maybe 3 people.

2. We did have in place a 9-week Senior Seminar course and I am attaching a copy of the details of this particular course. I understand it was not very effective and is not in operation today.

3. I spoke with all of the other Deputy Directors and it seems that the proposed new course was initiated by Admiral Turner who originally wanted a 1-year course. Our people feel that the 12-week course, as outlined, can be very effective.

4. At any rate, Bobby, I know you wanted to take this up at the next Executive Committee meeting but I give you this background information so that you can clearly understand where we are and what the situation is.



Max Hugel

Atts

DDA:MHugel:kmg (25 Mar 81)

Distribution:

- Orig - DDCI w/atts
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Unclassified when separated
from attachments.

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SENIOR OFFICER DEVELOPMENT COURSE

September 13 - December 18

Rough Schedule *

WEEK I

- fundamental factors influencing relations among nations
- evolution of the intelligence function in the US

WEEK II

- the intelligence community
- the organization of CIA
- the senior officer as manager

WEEK III

- the national security decision process
- the intelligence consumers who participate in that process
- Congress as consumer
- the role of the intelligence product in the formulation and execution of national policy

WEEK IV

- the national estimate as product
- SALT support
- other key products - briefings, PDB, SIG support
- evaluating the product

* Most of the course members' time will be spent in small group exercises using the case study method. Advance reading will be required of the course members along with some preliminary essays. Panel discussions will supplement lectures where possible. Some external reading and essay writing will also be required throughout the course.

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WEEK V

- military and scientific analysis

WEEK VI

- economic and political analysis

WEEK VII

- key substantive areas
- the USSR
- China
- Middle East
- key LDCs
- Western Europe
- key Latin American countries

WEEK VIII

- satellite photo-reconnaissance
- fundamentals of imagery
- fundamentals of SIGINT
- the special collection service
- field trip to NSA
- employing technical collection systems

WEEK IX

- clandestine collection
- CIA stations abroad
- human source systems
- liaison relationships
- counter intelligence

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WEEK X

- covert action
- congressional and executive oversight
- terrorism
- overt collection systems [redacted] Foreign
Broadcast Information Service, Office of Central Reference,
defectors and refugees, State, military attaches)

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WEEK XI

- the support function
- executive committee staff and long-range planning
- computer applications
- security, logistics, COMMO
- the operations center
- personnel management
- FOIA
- public relations

WEEK XII

- the agency budget process
- member presentations
- key issues facing intelligence in the 80s (substance process
and management)
- final evaluation

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CIA SENIOR SEMINAR (9 Weeks)

BLOCK I: The Senior Officer as Manager

1 Week

Introduction to Senior Seminar
Staff and Student Introductions
Welcome by Chief, [REDACTED] and
Administrative Briefing
Organizational Decision Strategies
Committee Selection

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Reading Period
Management Task Survey
Management and Organization
Theory: A Synthesis
The Systems View Applied
Leadership, Power and Influence
Preparation for Seminar Projects

A Discussion of Management
Discussion of Management and Personnel
Case Studies
Member Presentation

Coping with Managerial Stress
Preparation for Seminar Projects
Reading Period
How to Handle the Problem Employee
Closing Discussions and Block I Evaluations

BLOCK II: CIA Facing the Future

1½ Weeks

PART I--The Intelligence Process: Collection
The Future of Clandestine Collection
Trends in Counterintelligence
Covert Action: New Developments
Member Presentation: [REDACTED]
Project Time
Reading Period
Overt Collection
Domestic Collection
Technical Collection
Deputy Director for Science & Technology Presentation
Member Presentation: [REDACTED]
Tour of [REDACTED]
Reading Period
Director of Foreign Broadcast Information Presentation
CIA's SIGINT Activities
A Look at Some Agency Research and Development Activities

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BLOCK II (Continued)

PART II -- THE INTELLIGENCE PROCESS: Analysis

Deputy Director of National Foreign Assessment Presentation
Project Time
Reading Period
Member Presentation: OGCR Today
The Role of Political Analysis
Economic Intelligence in a Changing World
Development in S&T Intelligence
Project Time
The Role of Strategic Research
The National Intelligence Council
Discussion of Parts I and II

PART III -- SUPPORT FOR THE AGENCY

Deputy Director for Administration Presentation
Management of the Office of Finance
Project Time
Member Presentation: Logistics Support to the Agency
CIA and the Computer Age
Effective Intelligence Communications
Project Time

PART IV -- THE AGENCY AND ITS EMPLOYEES

Reading Period
The Role of the Office of Inspector General
The Agency's Approach to Equal Employment Opportunity
Maintaining Security in Today's Agency
Discussion of Parts III and IV

PART V -- OVERALL AGENCY MANAGEMENT

Public Affairs for the Agency and Community
Personnel Management Today
Dealing with Congress
Freedom of Information and the Privacy Act
Intelligence and the Law
Discussion of Part V and Block II

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BLOCK III: The Changing World

1 Week, 2 Days

The World Energy Situation Today
Emergent Islam
The Middle East at the Beginning of the 1980's
Reading
Assessing Third World Leaders
Reading Period
Member Presentation: Genesis of a New FBIS Bureau
Africa--Issues for the Eighties
Latin American Geopolitics
Europe Today
The U.S. and the Third World--A Class Discussion
The United Nations Today
The Nature of the Soviet Challenge--A Class Discussion
An Estimate of Soviet Strategic Capabilities
Project Time
Man, Freedom, and the Law (Guest Speaker Program)
Reading
Brezhnev and Beyond: The Societal Dimension
Brezhnev and Beyond: The Political Dimension
Soviet-U.S. Relations
Critical U.S. Security Issues Connected with the Soviet-U.S.
Military Balance
Member Presentation: The People That Do Strategic Research
China in the World of the Eighties
An Inside Look at China
U.S. Foreign Policy in the Post-Kissinger Era
A Look at United States Foreign Policy
Team Projects

BLOCK IV: SCIENCE--Frontier of Change

1 Week

Reading Period
Computers: Their Critical Role in Systems & Products
Scientific Developments of Intelligence Interest
U.S. Science Policy and Perspective
Reading Period
Environmental Decision Making
Member Presentation: Developments in Data Processing
Committee Work
Tour and Discussion at Beltsville Agricultural Experiment
Station
Reading Period
Space Exploration Technology
Scientific and Technical Support to the Military Today
and Tomorrow
Member Presentation: The Soviet Space Program
Reading Period
Frontiers in Physical Science

Recent Advancements in Understanding the Mind
Preparation for Boston Field Trip

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BLOCK V: Business in America Today

1 Week

IN BOSTON (Monday A.M. until P.M. Friday)
Visit Cabot Corporation Headquarters
Visit Sobin Chemicals, Inc.
Discussion with Vernon K. Alden, Chairman, Massachusetts
Business Council--"Reflections on Corporate Decision-Making
Visit Digital Equipment Corporation
Visit ITEK Corporation
Visit First National Bank of Boston
Visit Raytheon Company
Visit Massachusetts Institute of Technology

BLOCK VI: Domestic Issues of Relevance to CIA

1 Week

The State of the American Economy
Doing Business in America
The Problem of Alcoholism
Project Time
How Congress Operates
Member Presentation:
Reading Period
The Current Political Scene
Labor, Government, and Business
American Ideology
Reading Period
Adequate Health Care--Can We Afford It?
Education in America
The Role of the Press
Racism in America
Block VI Evaluations
Project Time
A Status Report on CIA and the Community
Project Time

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BLOCK VII: The Intelligence Community and Policy

1 Week

The National Security Council
Resource Management Staff & the Budget for the National Foreign
Intelligence Program
Agency Resource Management
Policymaking in the Foreign Affairs Arena
Reading Period
Collection Tasking in the Community
Member Presentation
State Department Intelligence and Research
State-CIA Relationships in the Field
Project Time
Reading Time
DIA in the Community
FBI--The Bureau's Role in Foreign Intelligence
Project Time
Reading Period
Reaffirming National Policy
NSA: Role and Relationships
Member Presentation

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BLOCK VIII: Loading Ahead: Critical Issues for the Eighties

4 Days

Strategic Management Prototype Methodology
Member Presentation: Central America Since January 1978:
A Case Study of Analytical Support to the Policymaker
Team Project Presentation
CIA and Congressional Oversight
Member Presentation: Office of Imagery Analysis Support
and the Directorate of Operations
CIA and the Attorney General's Office
Discussion of Case Studies
The Executive Committee
Member Presentation: Agency Management of Automatic Data
Processing Resources
Team I Presentation
Team II Presentation
Team III Presentation
Critical Issues Reconsidered
Course Evaluations and Awarding of Certificates

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